

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Child and Youth Services (CYS) Organizational Structure

1. Our operational environment demands that we provide quality community and family programs that not only contribute to the well-being of our soldiers and families, but also are delivered in a manner that is both efficient and effective. In defining his concept of "well-being," the Chief of Staff, Army noted the requirement for "predictability" in the way we manage our programs on behalf of soldiers and their families. It is the desire for qualitative consistency in program content and delivery that underlies our efforts to develop baseline standards for morale, welfare, and recreation (MWR) programs.
2. When we consider programs aimed at children and youth, this predictability is best accomplished by merging all CYS programs into a single entity. Only through seamless program delivery, by a single organization under single management, can we gain the full operational efficiencies to effectively leverage our resources across the entire spectrum of child and youth programs. This spectrum includes Child Development Services (CDS), School-age Services (SAS), Youth Services (YS), and a new component CYS Liaison, Education and Outreach Services (CLEOS) which incorporates the functions previously assigned to Supplemental Programs and Services.
3. We have reinforced the requirement for a consolidated CYS organizational structure on numerous occasions – and in numerous forums – during recent years. Although we first discussed the concept in 1997, a formal decision confirming the formation of CYS was made at the Army Board of Directors meeting in October 1998. Since that time, we have included the requirement for "seamless delivery" in our MWR Baseline Standards, our Mission Box Standards, and in the Installation Status Report (ISR) III.
4. Delivery of a predictable and consistent Youth Sports and Fitness (S&F) program for our Army youth mandates inclusion within the CYS structure. Youth S&F programs should not be managed as part of the installation Adult Sports and Recreation program. It is inappropriate to co-mingle young adolescents (particularly girls who make up a large share of youth sports participants) with soldiers. Additionally, Army Youth Sports programs must follow the standards established by the National Alliance for Youth Sports. Youth sports competition philosophy is very different than that for adults. The recent death of a Boston parent in a fight with a second parent during a youth hockey game tragically illustrates this dichotomy.
5. Aligning youth education outreach initiatives such as the school and community liaison functions as a core mission and integral component of our CYS Program will

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facilitate the use of needed administrative and logistical support to this staff and reinforce the community linkages. At some commands, this may require an additional proponent (in addition to CYS) where the Department of Defense Dependent Schools system and the Domestic Dependent Elementary and Secondary Schools system liaison responsibilities go beyond that expected at sites where a public school is involved. We are still working through the implications of this and would foresee more dialogue on the mechanics of how this could work operationally in a predictable and practical way.

6. Seamless delivery of CYS programs is an idea whose time has come. Installations can serve a greater number of children and youth with better programs, while eliminating wasteful duplicative and competitive services. Only through the seamless delivery of all programs aimed at children and youth can we ensure that – not only will appropriate resources be provided – but that we will also maintain the required accountability expected from our trained CYS program staff.

7. Our objective is to complete the transition to a CYS organizational structure throughout the Army not later than 29 December 2000. I ask your support in working with your installations and communities in this endeavor.

8. The CFSC point of contact is Ms. M.-A. Lucas, Director, Child and Youth Services Directorate. Ms. Lucas is available at DSN 761-5378 or commercial (703) 681-5378.

SIGNED

CRAIG B. WHELDEN
Major General, USA
Commanding

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